

Valencia Community College

Draft Statements of Vision, Values, and Mission

Draft Strategic Issues

Draft “Big Hairy Audacious Goals”

and

Draft Strategic Goals for 2008-13

Collaborative History of this Document

This draft, completed August 2, 2007, is based on the comments and work of those attending Learning Day, October 31, 2006; Community Conversations in Orange and Osceola counties in 2006; student focus groups and surveys conducted in 2006-07; a College-wide “Big Meeting” on March 2, 2007; College-wide feedback to multiple drafts of the Vision, Values and Mission statements and the Situational/Needs Analysis during January - July 2007; and College-wide feedback to the draft strategic goals during June - July 2007.

The document is a product of the combined work of the Vision, Values and Mission Task Force, the Data and Situational/Needs Analysis Task Force, and the Strategic Goals Task Force. The members of those groups are listed on the last page. Their work is greatly appreciated.

For more information or to share your comments, contact Suzette Dohany (sdohany@valenciacc.edu) or Susan Kelley (skelley@valenciacc.edu) College Planning Council co-chairs for 2007-08.

For more information about the planning process, to review minutes of meetings held, and to read the various planning documents, please visit our web page at:

www.valenciacc.edu/strategicplan

VISION

Valencia is a premier learning college that transforms lives, strengthens community, and inspires individuals to excellence.

MISSION

Valencia provides opportunities for academic, technical, and life-long learning in a collaborative culture dedicated to inquiry, results, and excellence.

VALUES

We value:

Learning by committing to Valencia's core competencies – Think, Value, Communicate, and Act – and the potential of each person to learn at the highest levels of achievement for personal and professional success.

People by creating a caring, inclusive, and safe environment that inspires all people to achieve their goals, share their successes, and encourage others.

Diversity by fostering the understanding it builds in learning relationships and appreciating the dimensions it adds to our quality of life.

Access by reaching out to our communities, inviting and supporting all learners and partners to achieve their goals.

Integrity by respecting the ideals of freedom, civic responsibility, academic honesty, personal ethics, and the courage to act.

STATUTORY PURPOSE

Valencia is a publicly supported, comprehensive community college that continually identifies and addresses the changing learning needs of the communities it serves. The College provides:

- * Associate-degree programs that prepare learners to succeed in university studies.
- * Courses and services that provide learners with the right start in their college careers.
- * Associate degree, certificate, and continuing professional education programs that prepare learners for entering and progressing in the workforce (Florida statute 1004.65).

Draft Big Hairy Audacious Goals (BHAG's)

Big Hairy Audacious Goals are intended to describe an ideal future, and by definition should have a “gulp factor.” A BHAG is not restricted to the timeframe of any strategic planning period. Thus, each BHAG may cross several planning cycles before completion.

(NOTE: These BHAGs will be written in an alternate and more inspirational manner. Rather than stating these as numbered goals, we will invite the reader to imagine the community and the College if these things were to come to pass. That narrative will be drafted and shared for comment at a later date. It will describe a future in which these goals have been achieved.)

1. Every student develops high aspirations and the tools to achieve them.
2. Each student is treated as a person to be respected, challenged and served, and not as a problem to be solved.
3. Valencia's students can begin to pursue any higher educational goal by starting at Valencia.
4. Valencia creates learning experiences designed to support each student's needs and aspirations.
5. Valencia's graduating class demographic characteristics mirror those of the entering class.
6. The level of college-educated adults in Orange and Osceola counties is significantly higher than the national average.

Draft Strategic Issues

Strategic issues are those issues that must be resolved if the College is to achieve its mission. The strategic goals are aimed at helping to resolve the strategic issues and to move the College toward its vision and the achievement of the Big Hairy Audacious Goals. Strategic issues that Valencia faces in 2007 are:

1. Many students from diverse backgrounds do not have equal access to college.
2. Many students whose stated goal is to obtain a certificate or a degree are not successful in reaching critical milestones in their educational plans.
3. Gaps in student achievement exist among student cohorts related to ethnicity and income.
4. The composition of the group that graduates each year does not match the diversity of entering cohorts.
5. Diversity is not fully utilized as a strength throughout the curriculum and the College.
6. While the College does not control all factors that lead to student success, many students fail to complete their courses with a grade of C or better for reasons potentially under the control of the College.
7. Not all students receive academic support tailored to their needs as they move through the curriculum.
8. The college lacks the human, fiscal, technological, and physical resources to meet all of the current needs of students and all who want to be students.
9. Students, faculty and staff do not always have access to up-to-date, effective technologies that support learning and professional success.
10. Many of the issues that stand in the way of our students' success require resources and expertise from other organizations with complementary missions, if the issues are to be resolved.
11. Valencia can expect delays and challenges in hiring due to the highly competitive market for key positions.
12. Current faculty and staff have unrealized potential that should be developed to further the College's goals.
13. College staffing levels, systems and processes can sometimes lead students to feel as if they are "numbers" rather than persons to be served.
14. The College's operating, technology and capital budgets do not always align clearly with the strategic plan.

August 10, 2007

Draft Strategic Goals for 2008-2013

1. **Build Pathways:**

- Remove barriers to college.
- Create connections that raise personal aspirations of students and enable them to achieve their aspirations.
- Develop and renew programs.

2. **Learning Assured:**

- Create optimal conditions for student learning.
- Partner with students to improve their contribution to achieving their potential.
- Close achievement gaps.

3. **Invest in Each Other:**

- Strengthen our collaborative institutional culture to foster deep stewardship of our work.
- Support the professional development, career growth and healthy lives of Valencia's employees.

4. **Partner with the Community:**

- Cooperate with community partners in meeting students' needs and College goals.
- Involve the college in meeting the community's needs and goals.

Next steps:

This document will be shared College-wide and with the College Planning Committee in August 2007. The Committee will take action in August 2007, and once approved by the Committee, the document will be presented to the District Board of Trustees for its consideration. That is anticipated to take place at the September 2007 Board of Trustees' meeting.

Goal teams for each of the four strategic goals will draft measurable objectives that name the results that we want to change during 2008-13 if we are to achieve each goal. Members of the goals teams will collaborate on essays that clarify the meaning of each goal.

The objectives and the essays will be shared College-wide for comment in late October or early November 2007, and edited based on feedback received. The final version will be incorporated into the 2008-13 strategic plan in November 2007. The strategic plan will be presented to the College Planning Committee in November 2007. Once the Committee has approved the plan, it will be submitted to the District Board of Trustees, which is anticipated in December 2007.

These statements reflect the collaborative work of the following leadership teams:

Strategic Goals Team

(This team developed the strategic goals, BHAG's, and strategic issues statements.)

Amy Bosley
Kurt Ewen
Sonya Joseph
Sandy Shugart

Tom Byrnes
Liz Gombash
Susan Kelley, convener
Michael Shugg

Vision, Values, and Mission Task Force

(This team developed the statements of Vision, Values, and Mission.)

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Data and Situational/Needs Analysis Task Force

(This team developed the Situational/Needs Analysis which provided a basis for the discussions of strategic goals and issues and of our vision, values, and mission.)

Fiona Baxter
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